

Culture, Tourism and Sport Board

Agenda

Monday, 4 June 2018
1.00 pm

Smith Square 1&2, Ground Floor, 18 Smith Square, London, SW1P 3HZ

To: Members of the Culture, Tourism and Sport Board
cc: Named officers for briefing purposes

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Culture, Tourism & Sport Board
4 June 2018

There will be a meeting of the Culture, Tourism & Sport Board at **1.00 pm on Monday, 4 June 2018** Smith Square 1&2, Ground Floor, 18 Smith Square, London, SW1P 3HZ.

A sandwich lunch will be available after the meeting.

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Labour:	Group Office: 020 7664 3334	email: Labour.GroupLGA@local.gov.uk
Independent:	Group Office: 020 7664 3224	email: independent.grouplga@local.gov.uk
Liberal Democrat:	Group Office: 020 7664 3235	email: libdem@local.gov.uk

Location:

A map showing the location of 18 Smith Square is printed on the back cover.

LGA Contact:

Jamie Cross
0207 072 7438 / jamie.cross@local.gov.uk

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Culture, Tourism & Sport Board – Membership 2017/2018

Councillor	Authority
Conservative	
Peter Golds CBE (Deputy Chairman)	Tower Hamlets Council
John Beesley	Bournemouth Borough Council
Geraldine Carter	Calderdale Metropolitan Borough Council
David Jeffels	North Yorkshire County Council
Barry Lewis	Derbyshire County Council
Michelle Tanfield	Fenland District Council
Tom Killen	Mendip District Council
Geoffrey Theobald OBE	Brighton & Hove City Council
Substitutes	
Andrew Bowles	Swale Borough Council
Chris Saint	Stratford-Upon-Avon District Council
Labour	
Simon Henig CBE (Deputy Chair)	Durham County Council
Terry O'Neill	Warrington Council
Faye Abbott	Coventry City Council
Muhammed Butt	Brent Council
Alice Perry	Islington Council
Richard Henry	Stevenage Borough Council
Brigid Jones	Birmingham City Council
Substitutes	
Guy Nicholson	Hackney London Borough Council
Liberal Democrat	
Gerald Vernon-Jackson CBE (Chair)	Portsmouth City Council
Mike Bell	North Somerset Council
Substitutes	
Niall Hodson	Sunderland City Council
Independent	
Geoff Knight (Vice-Chair)	Lancaster City Council
Substitutes	
Tom Hollis	Nottinghamshire County Council

LGA Culture, Tourism and Sport Board Attendance 2017-2018

Councillors	8/9/17	9/11/17	18/1/18	19/3/18
Conservative Group				
Peter Golds CBE	No	Yes	Yes	Yes
John Beesley	Yes	Yes	Yes	Yes
Geraldine Carter	Yes	Yes	Yes	Yes
David Jeffels	Yes	Yes	Yes	Yes
Barry Lewis	Yes	No	Yes	No
Michelle Tanfield	Yes	No	Yes	Yes
Tom Killen	Yes	Yes	Yes	Yes
Geoffrey Theobald OBE	Yes	Yes	No	Yes
Labour Group				
Simon Henig CBE	Yes	Yes	Yes	Yes
Terry O'Neill	No	Yes	No	No
Sonja Crisp	Yes	No	N/a	N/a
Faye Abbott	Yes	Yes	Yes	Yes
Muhammed Butt	Yes	Yes	Yes	No
Alice Perry	Yes	No	No	Yes
Richard Henry	Yes	Yes	Yes	Yes
Brigid Jones	N/a	N/a	N/a	No
Lib Dem Group				
Gerald Vernon-Jackson CBE	Yes	Yes	Yes	Yes
Mike Bell	No	Yes	Yes	Yes
Independent				
Geoff Knight	Yes	Yes	Yes	Yes
Substitutes/Observer				
Ian Brooke	Yes	Yes		Yes
Guy Nicholson		Yes	Yes	Yes
Chris Saint		Yes	Yes	Yes

Agenda

Culture, Tourism & Sport Board

Monday 4 June 2018

1.00 pm

Smith Square 1&2, Ground Floor, 18 Smith Square, London, SW1P 3HZ

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Date of Next Meeting: Friday, 5 October 2018, 1.00 pm, 18 Smith Square, London, SW1P 3HZ



Tourism skills research

Purpose of report

For discussion and direction.

Summary

At the last Board meeting, it was agreed that the priority piece of work for 2018/19 should be research into the role of councils in creating and supporting a pipeline of skilled workers for the tourism and hospitality sectors, acknowledging the challenges that Brexit may pose for the sector. Ensuring a skilled workforce was one of the Board's three priorities agreed in September 2017.

This paper sets out initial thinking about the questions that the research might explore, and plans for developing the technical brief to a point where invitations to tender can be issued.

Recommendation

Culture, Tourism and Sport Members are asked to provide a steer on the proposals in paragraphs 18, 19 and 30.

Action

Officers to progress as directed.

Contact officer: Ian Leete
Position: Senior Adviser
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Email: Ian.Leete@local.gov.uk

Tourism Skills Research

Background

1. A recent report by Ignite Economics and published by the British Hospitality Association (*BHA Economic Contribution of the UK Hospitality Industry*) confirmed that the wider hospitality industry is the fourth biggest employer in the UK with 3.2 million jobs. Based upon the growth of the last three years (2014 – 2016), it has the potential to create a further 500,000 new jobs by 2021. Unlike some sectors that have a significant regional bias, the hospitality industry is a major employer across every region and nation of the UK. Hospitality ranks as a top six employer in every region and nation, accounting for up to 10 per cent of the regional workforce.
2. With unemployment at a 40 year low of 4.4 per cent and the employment rate (the proportion of people 16-64 who are in work) at 75.1 per cent - the highest since comparable records began in 1971 - it's clear that any material and sudden change in the supply of workers to Britain's labour market would have serious consequences for the hospitality industry. Alongside this is the fact that one in ten of these jobs are insecure work and part of a low wage economy, with estimates that nine million people are lacking in the basic skills needed.
3. This provides the context for considering the impact of Brexit. The BHA commissioned KPMG to look at the issue of EU nationals' employment within the hospitality sector and to estimate the number of additional UK workers the industry would need to recruit each year were Freedom of Movement to end and no successor immigration regime for the sector introduced in its place (Oxford University's Migration Observatory have calculated that 96 per cent of the EU nationals working in Hospitality would not be able to work in the UK under the existing rules for non EU nationals.)
4. The KPMG team estimated that, with Freedom of Movement ending, the British hospitality industry would need to recruit an additional 62,500 UK workers each year.
5. It is critical that skills training provision is designed to support the sector's needs in terms of skills training, including language skills. However, the LGA has identified structural weaknesses in current skills provision, in terms of the way it is funded, commissioned and delivered. In 2017, the LGA launched its Work Local proposals for the devolution and integration of employment and skills.

Work Local

6. Led by combined authorities and groups of councils, in partnership with local stakeholders, the LGA proposes that Work Local areas will plan, commission and have oversight of a joined-up service bringing together provision for advice and guidance, employment support, skills, apprenticeship and business support around place for individuals and employers.
7. A more coordinated and targeted service would better serve young people and adults who are either unemployed, low skilled, or have complex needs, and support local economic growth by bringing training providers and businesses together.
8. This would see a reformed system that worked better for the economy by responding to local economic needs, better for local people by providing a personalised and joined-up service and better for employers by delivering a one-stop, locally rooted, employer-demand led system. Across a medium sized combined authority, this could each year result in 8500 people off out of work benefits, 6000 people attaining better skills, additional fiscal benefits of £280 million and a benefit to the economy of £420 million.
9. Our Work Local approach is now critical as combined authorities, councils and local partners plan how their areas will respond to the challenges and opportunities of Brexit and the Government's Industrial Strategy.
10. We continue to call on the Government to embrace this place based approach as our ultimate long term solution to fixing the skills and employment system. In the short term, to help take the agenda a step further, we have recently proposed a new partnership between the sector and DfE to deliver more effective collaboration on post 16 skills policies.
11. The proposal is beginning to gain some traction within Government, Parliament and among stakeholders, but we need to do more to do broaden and deepen awareness about Work Local. Currently we are using it as the LGA's place based solution to big ticket national skills challenges and the associated opportunities of Brexit and the Industrial Strategy.
12. Applying the Work Local concept to areas and sectors would also help to amplify our vision.
13. We propose that the tourism sector, including hospitality, provides an ideal opportunity to flesh out the mechanisms for delivering the Work Local proposal, as well as strengthen councils' ability to support and grow their local visitor economies.

Tourism sector skills plans

14. The tourism sector has submitted a bid to BEIS for a sector deal under the Industrial Strategy. Skills is a core component of this bid, although the focus is on making the industry an attractive career.
15. UK Hospitality, as the lead for this strand of the sector bid, are consulting on the actions they can take to improve the skills base for the industry, including recruitment and provision of careers advice. They are also planning to lobby for the earlier introduction of T-levels for the hospitality sector, to help the sector adapt to the expected loss of significant EU nationals from the workforce following Brexit.
16. It will be critical to ensure that our work complements the sector's own work, rather than duplicates it. We have held an initial meeting with the new Chief Executive of UK Hospitality and are assessing both the sector deal bid and open consultation to ensure that our work is aligned, but distinct from that of the sector.
17. Following this, we propose to share our final prospectus for the research with UK Hospitality, VisitEngland, and the British Beer and Pub Association (representing Tourism Alliance) to confirm the approach will work for both local government and the tourism sector.

Proposals

18. We propose working with 8 council areas with a strong tourism sector to explore the following through a Work Local lens:
 - 18.1. Establish each council's ambitions for the tourism workforce and the role they feel they can play in supporting it.
 - 18.2. Identify the skills profile of the local workforce, including the volunteer base, and the needs of employers, drawing on local skills strategies.
 - 18.3. Identify gaps in data to support local understanding of the tourism workforce, including volunteers.
 - 18.4. Engage the local tourism sector in a conversation about their skills needs, views on existing and upcoming provision, and what gaps exist.
 - 18.5. Consider how existing and new skills provision could be delivered through a Work Local approach.

- 18.6. Draw out common themes and approaches across the pilots for the role of councils in supporting sector-specific skills development.
 - 18.7. Connect the findings to developments in national skills policy, including the new national retraining scheme and the skills advisory panels (SAPs) in supporting the tourism industry.
19. We anticipate that the research would comprise a number of interviews in each of the council areas, desk-based research drawing on existing skills datasets and roundtables / action learning sets with the local tourism sector. However, we will invite bidders to set out their own proposed approaches to the work.

Suggested council areas

20. **Brighton** – Brighton has a large tourism industry and has recently launched a consultation on their local tourism strategy. Their Head of Tourism has expressed interest in participating, and is also the tourism lead for the Culture and Leisure Officers Association.
21. **Blackpool** – Blackpool is seeking to reinvigorate its tourism offer, but has experienced challenges in its dealing with Government departments and a lack of a joined up national offer to support local action.
22. **Derbyshire** – Incorporating the Peak District, Derbyshire will allow us to explore the particular challenges of a large, two-tier rural area. The leader of Derbyshire has expressed an interest in developing tourism. Skills devolution was a key part of their recent devolution bid.
23. **Cornwall** – Cornwall would combine the challenges of both a coastal and rural location. As a council, it is already very engaged and invested in promoting the tourism industry, and should allow us to gather data and insight rapidly. Cornwall is also one of the pilot areas for the SAPs, and has benefitted from devolved EU funding.
24. **Hull** – Following the success of City of Culture, Hull is planning a rapid expansion of its tourist industries, include the development of a cruise port. It will allow us to explore how a rapid transformation into a tourist destination can be supported through the skills agenda.
25. **Scarborough** – this seaside area also borders on the North York Moors and is seeing a resurgence in visitor numbers. It offers a district perspective on tourism skills.

26. **London Borough of Greenwich** – London has ambitious plans to further increase its tourist offer and Greenwich has been developing its own skills strategy and employment service to cater for the visitors to the Cutty Sark and National Maritime Museum, among other attractions. Greenwich was suggested by the skills lead at London Councils.
27. **Cambridge** – Cambridge is an area that sees large numbers of visitors that stretch its infrastructure, but does not equate to overnight stays. This would allow us to explore whether a skills approach could help convert more visits to overnight stays.
28. Most areas have not yet been approached. Should one or more decline, we propose approaching the following areas as replacements:
- 28.1. South Lakeland - A rural area encompassing much of the popular lake district, attracting large numbers of international tourists. South Lakeland will enable us to explore the challenges of a two-tier area from the district perspective.
- 28.2. Medway – a council area that has seen significant deprivation, but also has a significant visitor attraction in the Historic Dockyard. Medway would allow us to explore what skills are needed to attract visitors out of central London.
29. It is recommended that this project aligns its work closely with the City Regions and People and Places Boards who jointly lead the LGA's work on skills and employment policy and our wider Work Local proposals. Cllr Muhammed Butt has been appointed as the CTS observer on the new Skills Taskforce that has been established.

Timeline

30. We propose that this project runs until the end of the financial year – March 2019 – to allow for the in-depth research required in areas to take place. We aim to launch the invitation to bid in June, allowing up to 9 months to complete the project.

Implications for Wales

31. The WLGA does not commission us to work on wider improvement issues. This service is provided directly by WLGA. Skills provision is a devolved matter and Work Local lobbying relates specifically to England.

Financial Implications

32. The Board has allocated £20 000 for this project. The project will be advertised through the LGA's procurement portal to ensure best value, which may come in above or below that price.



33. The LGA skills team is able to provide a small amount of additional funding if required.
We will also raise the possibility of an industry contribution with key stakeholders such as UK Hospitality when we share the proposals with them.

Next steps

34. Officers will further develop the proposals in line with members' steer and issue a call for tender in June.

Culture-led Regeneration Update

Purpose of report

For discussion and direction.

Summary

The CTS Board commissioned a piece of research into culture-led regeneration at its meeting in September 2017. The board was updated on this work at its January 2018 meeting, and this paper provides board members with a further update on progress and an opportunity to steer the work.

Recommendation

That the Culture, Tourism and Sport Board Members discuss progress and provide direction, with particular regard to paragraphs 10, 12 and 16.

Action

Officers to progress as directed.

Contact officer:	Ian Leete
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Culture-led regeneration

Background

1. At its September 2017 meeting, the Board identified culture-led regeneration as one of its three priorities. As part of this, it requested that research was carried out into areas that were felt to have achieved significant culture-led regeneration for the benefit of those councils with ambitions to do the same.
2. The focus of the publication will be on making the case for culture-led regeneration and identifying practical steps for undertaking culture-led regeneration, illustrated by case studies, and producing an outline template for the creation of a cultural strategy that can help drive regeneration.
3. The primary audience is intended to be councillors, with a secondary audience of senior officers in councils and local enterprise partnerships.
4. Regeneris, who are experienced in engaging with, appraising, writing funding bids for, and evaluating culture-led regeneration projects across England and Wales, were appointed in January as the supplier for the work following a full LGA procurement process.
5. The project is being co-funded by the Calouste Gulbenkian Foundation (UK branch), who have contributed £7 000.

Outline proposal

6. Regeneris has proposed developing case studies based on a series of four typologies of culture-led regeneration, with an aim to complete three case studies for each.
7. The proposed typologies are:
 - 7.1. Individual cultural institutions/attractions as a hub and driver for regeneration, such as The Storyhouse in Chester;
 - 7.2. Community focused cultural programmes, such as the Arts Council England's Creative People and Places areas;
 - 7.3. Recurring arts festivals as a focal point for regeneration;
 - 7.4. Strategic organisation to co-ordinate and promote cultural activity, such as the co-ordinated collaboration between Newcastle and Gateshead Councils
8. Regeneris identified the following case studies, and the table below provides an update on the progress of each:

Case Study	Update
Margate	Completed.
The Storyhouse (Chester)	Completed.
Manchester International Festival	Completed.
Appetite (Stoke-on-Trent)	Completed.
Mostyn Gallery	Consultation arranged for 8 June.
Walthamstow	Completed.
Cornwall 365	Completed.
New Anglia Culture Drives Growth Strategy	Completed.
Portsmouth Harbour	First draft received.
Newcastle Gateshead Initiative (Great Northern Exhibition)	Completed.
Green Man Festival	Completed.
Hampshire Food Festival	Contact made - consultation being arranged.
Peckham Levels	Completed.
West Midlands Combined Authority	Consultation arranged for 8 June.
Great Yarmouth Arts Festival	Awaiting contacts.
Culture Works (North East Lincolnshire)	Completed – consultation being arranged.
First Art Programme (Derbyshire/Nottinghamshire)	Unable to make contact, and an alternative is being sought.
Coventry City of Culture	Awaiting contacts.

9. The individual case studies are being drafted. It is apparent that, while case studies often have quite good economic data on investment and return, there is less information available on the social impact of a culture-led regeneration approach. Regeneris are returning to some of the case study areas to see if there is more information available on this.
10. Regeneris have proposed the following structure for the report:
- 10.1. Foreword – Cllr Vernon-Jackson, and Chair of the Calouste Gulbenkian Foundation. A ministerial foreword has also been discussed, but we believe would make it too long.
 - 10.2. Executive Summary
 - 10.3. Introduction
 - 10.4. The Economic and Social Impacts of Culture-led Regeneration – this would include a typology of approach, as well as the areas where a cultural approach was found to have a specific approach, e.g. cohesion, health, type of investment.
 - 10.5. Case studies – broken down into the four categories. Each case study is expected to be about 650 words, including illustrations and tables.

- 10.6. Lessons learnt and relevance for local authorities – covering the common themes and conclusions; and implications for council cultural strategies.
- 10.7. Conclusions - This would draw together the findings and summarise lessons for other partners, including Local Enterprise Partnerships and Business Improvement Districts. It would also identify any next steps for the LGA in this area.
- 10.8. Further Reading – Links to LGA publications and relevant research.
- 10.9. Acknowledgements

Communicating the findings

11. To conclude the research, we are proposing a series of regional roundtables following the publication of the report, to communicate the findings to councillors, officers, local enterprise partnerships, business improvement districts and other relevant stakeholders.
12. A launch event is planned in Newcastle to coincide with the Great Exhibition of the North. The Director of Tyne and Wear Archives and Museums has expressed support, and the Minister's office has expressed an interest in attending, subject to availability.

Implications for Wales

13. The WLGA does not commission us to work on wider improvement issues. This service is provided directly by WLGA. However, the publication will be available to all interested councils.

Financial Implications

14. There is a total of £20,000 available for this work. Up to £13,000 of this is from the LGA improvement budget. The remaining £7,000 has been provided as a grant from the Calouste Gulbenkian Foundation (UK branch).

Next steps

15. CTS Board Members are invited to comment on and note the progress made with each case study, and the proposed structure. A first draft of the full report is due on 25 June.
16. We will liaise with Regeneris on progress and with the Great Northern Exhibition on a suitable launch date. We anticipate this will be either late July or early September.



REGENERIS

Culture led Regeneration Study

A Draft Report by Regeneris Consulting
28 February 2018

Culture Led Regeneration Study

28 February 2018

www.regeneris.co.uk

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Executive Summary

- i. <Insert text here>

1. Introduction

- 1.1 Culture-led regeneration as a local policy has been around for a few decades, but arguably has a higher profile now than at any earlier time. Local authorities across England and Wales, along with their partners, are competing hard to be awarded the titles of UK City of Culture, European Capital of Culture and London Borough of Culture. Major Government and lottery backed schemes such as Arts Council's Creative People and Places and HLF's Great Places schemes are supporting economic and social regeneration through culture, while the driving force of key cultural institutions and community-based cultural activity is delivering regeneration outcomes in other areas.
- 1.2 There is now a clear acknowledgement of the social and economic value of the cultural sector, and its ability to deliver growth and drive regeneration. The Culture White Paper, published by the Department for Culture, Media and Sport (DCMS) in 2016, acknowledged the role played by cultural activity in an individuals' physical and mental health, education and life chances, as well as in driving local economic growth and community cohesion. Culture-led regeneration can deliver a range of impacts, including but not limited to:
- Creating direct employment and local economic growth
 - Tackling disadvantage and social isolation
 - Raising levels of aspiration and educational attainment
 - Creating stronger, more cohesive communities
 - Improving people's health and well-being
- 1.3 The Local Government Association (LGA) and Calouste Gulbenkian Foundation are working together to capture local authority good practice in this area. This publication brings together seventeen case studies demonstrating different approaches to culture-led regeneration across England and Wales, and the positive impacts they can deliver.
- 1.4 Local government is a major funder of culture and is highly attuned to local needs. Councils are well placed to lead local action to achieve outcomes around culture and regeneration. Against a context of reduced funding, councils must find innovative ways to use cultural activity and form strategic partnerships to deliver these positive social and economic impacts.

- 1.5 The aim of this publication is to share best practice and help decision-makers (officers and councillors with an interest in, or responsibility for, cultural services) develop cultural strategies to successfully deliver this form of regeneration in their local context.

2. The Economic and Social Impacts of Culture-Led Regeneration

2.1 Through the various evidence collected for this study, culture-led regeneration has been shown to deliver a broad range of social and economic impacts, including:

- Creating direct employment
- Attracting more visitors, boosting the visitor economy
- Stimulating town centre footfall, boosting retail spend
- Stimulating and supporting creative sector growth
- Enhancing the area's image, helping it attract investment
- Helping attract skilled people to the area
- Developing the skills and knowledge of residents
- Developing the confidence of individuals
- Enhancing community cohesion
- Supporting enhanced resident health
- Bringing enjoyment for residents

Typology of Approach

2.2 The following case studies have been structured in a way which enables transferable lessons to be drawn, and to provide useful insights for a range of different authorities across England and Wales. The typology adopted in this publication is explained below and should enable local authorities to consider a range of approaches to culture-led regeneration for their area.

2.3 [descriptions below to be refined]

Individual Cultural Institutions and Attractions

2.4 Key cultural institutions can act as a hub and driver for regeneration, and often represent a main focal point for cultural investment and activity in smaller towns and rural areas where public investment is most limited. For some areas, channelling investment through a main hub may be the most effective way to generate economic and social impacts.

Community Focused Cultural Programmes

- 2.5 This approach is likely to be the main culture-led regeneration strategy in areas with Creative People and Places funding from the arts council, which has focused on areas with typically low levels of cultural engagement. Some of the Great Places scheme projects also fit into this category.

Arts/ Cultural Festivals

- 2.6 Recurring festivals often act as a focal point for culture-led regeneration. The motivations and outcomes are likely to differ depending on context, and could be relevant across a wide range of urban and rural areas.

Strategic Organisation/Co-ordination of Cultural Activity

- 2.7 These forms of cultural organisation are likely to be most relevant for larger cities where the scale of activity can justify the cost of this culture-led regeneration approach.

3. Case Studies- Individual Cultural Institutions and Attractions

Dreamland and Turner Contemporary, Margate

3.1 [First draft set out below – in various areas messages are to be refined to provide a more coherent and focused narrative]

Key message/ impacts delivered



Margate has successfully tapped into its heritage of arts and entertainment to rebrand the town for visitors, contributing to Thanet having the fastest growing UK visitor economy in 2017. Commitment to a long-term vision and establishing working partnerships with a range of bodies and the local community has been key to the success of the Turner Contemporary and the reopening of Dreamland. Both institutions have acted as catalysts for much wider change.

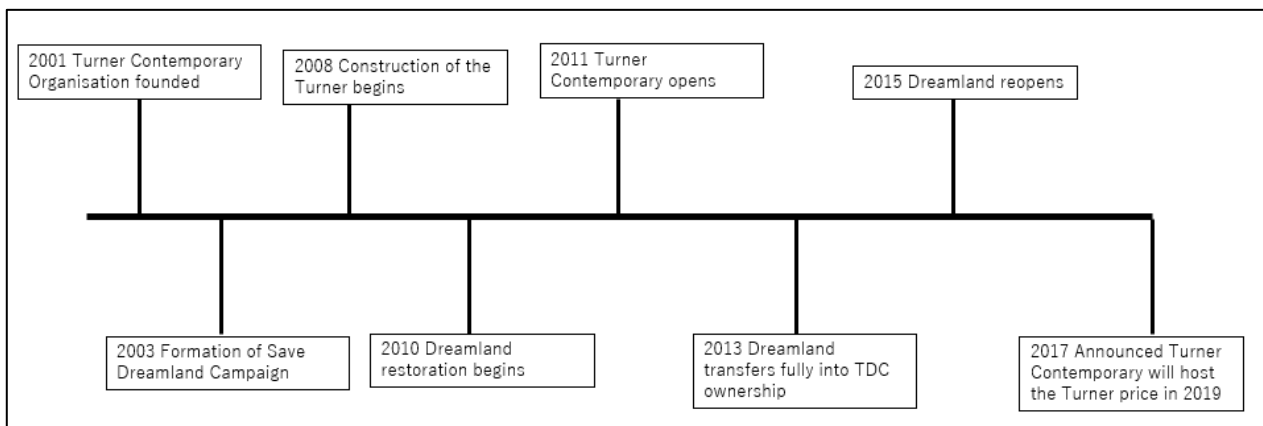
Background and history of case study c.100 words

Margate has a long cultural history as one of England's earliest seaside resorts. However, by the 1970's the town experienced economic decline as low-cost holidays abroad became increasingly popular. By the end of the 20th century, a lack of investment had contributed to significant deprivation.

Dreamland, as one of Britain’s oldest surviving amusement parks was from the 1870’s to mid-1990’s Thanet’s most important visitor attraction. However, by the late 1990’s investment had stopped and in 2003 it was announced the owner was to redevelop the site. Following this news, a grassroots Save Dreamland community mobilised to engage the public in the park and its history. Encouraged by this community engagement, Thanet Council compulsorily purchased and restored the site through Council, Heritage Lottery and Coastal Communities Funding. This included the restoration of the Grade II listed Scenic Railway and the Grade II Listed cinema complex building.

With the on-going regeneration of Dreamland and inward investment into the Old Town, the Turner Contemporary organisation was founded in 2001 to celebrate Turner’s association with Margate. Alongside the Margate Regeneration Board, Kent and Thanet Council, as well as active members of the community, the funding and design for a gallery was developed and the Turner Contemporary opened in 2011.

Timeline



Vision and strategy (project aims)- set out as bullet points c.50 words

Turner Contemporary:

- Catalyst for wider regeneration and cultural resurgence in Margate
- Offer that relates to local community and encourages community participation
- Challenge perceptions of Margate
- Attract return visitors and those who have never been to a gallery before

Dreamland

- Expand and evolve the visitor attractions of Margate to boost tourism
- Respond to groundswell of community support
- Preserve the heritage assets on the site

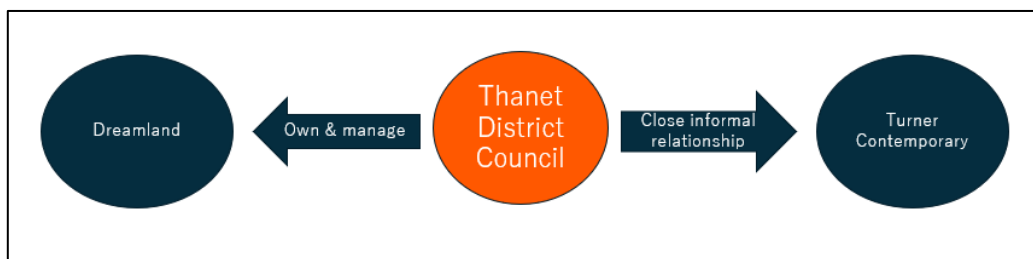
Delivery of activities c.150-200 words

(small map to be added showing local authority, main towns and relevant venues)

- 3.2 Both venues were opened by the artist Tracey Emin.
- 3.3 The Turner does not charge admission, and has regular exhibitions which are ever-changing to encourage repeat visits. These exhibitions often involve community engagement, such as the current T.S. Eliot exhibition which was curated by local residents with no prior experience in the art world. The prestigious Turner Prize will be hosted by the gallery in 2019.
- 3.4 Dreamland is an amusement park and more recently a music venue, harking back to the 1960s when the Winter Gardens was a major music venue. One off annual festivals such as the 'GEEK' are also held at Dreamland.

Both institutions have growth plans, including Tracey Emin's studio next to the Turner, due to open in 2018.

Thanet District Council's relationship with the Turner Contemporary and Dreamland



Impact of the project (economic and social) c.150 words

(description but also headline figures as if for infographic)

- Thanet was the fastest growing tourist economy in the UK in 2017 with 3.9 million visitors
- £293m was added to the local economy from tourism in 2017, up 19% from 2016
- 2017 Perception Research work shows that Margate now has a commanding lead for 'Artists' among visitors.

Turner Contemporary

- The Turner has worked to challenge people's perceptions of art such as through its Art Inspiring Change programme, where it has worked with the council to enable the exhibition of art structures produced by local children in council-owned sites. 69 pupils from four primary schools in Margate were engaged in this 18-month programme.
- £8.46 million generated for the local economy in 2016/2017
- Supports 101 full time jobs
- 9,215 local students visited in 2015
- In summer 2017 8% of all visitors had never been to an art gallery before
- 22% of visitors in 2016/2017 were from Thanet
- Welcomed its two millionth visitor in June 2016.
- Since 2011, over 960,000 people visited the gallery who would not have otherwise visited Margate
- International audiences c. 6% of visitors

Dreamland

- 200 jobs generated
- £6 million additional spend in the local economy
- 500,000 visitors from May-September 2017
- 55,000 visitors on the weekend Dreamland was relaunched

Key lessons learnt- what has constrained them from achieving greater impacts (maximum of 3) c.75 words

3.5 [Presentationally, we may look to combine lessons learnt with success factors (below) under 'Delivery Lessons' – as case study contacts have been reluctant to focus on what didn't work in their projects].

3.6 Thanet Council and associated bodies overcame challenges in the early days of the development of the Turner. The original design was too expensive and proved to be unfeasible. The council needed a significant amount of commitment to the vision of opening a gallery in Margate.

Key success factors- what helped maximise positive impacts (maximum of 3) c.75 words

- 3.7 Both the Turner Contemporary and Dreamland work closely with the local community. The Turner aims to open art up to a range of demographics and visitors and attract local people particularly through their work with schools and children. Dreamland Trust is a community-based organisation and so works closely with schools and was founded around local engagement.
- 3.8 The town's history has been embraced and celebrated both with the Turner Contemporary and the re-opening of Dreamland. This has enabled the town to regenerate in an authentic way and attract creative industries whilst also supporting local communities.
- 3.9 Thanet District Council has been very successful in securing funding with a range of public and private sector bodies and by having a close relationship with both institutions. Dreamland has received £35 million of private sector investment to date. Through a strong desire to enable the conditions for economic growth alongside social benefits, transformative change has occurred in Margate.

Quote from elected member c.50 words

- 3.10 *"The development of the Turner Contemporary and the reopening of Dreamland have both required a commitment to a long-term vision. Projects of this scale require an enormous amount of perseverance and depend heavily on establishing and maintaining strong, working partnerships with a wide range of agencies."* - Councillor Bob Bayford, Thanet District Council

Storyhouse, Chester

(aim for two pages per case study/ average word count 650)

Key message/ impacts delivered

Background and history of case study c.100 words

(timeline graphic)

Vision and strategy (project aims)- set out as bullet points c.50 words

Delivery of activities c.150-200 words

(small map to be added showing local authority, main towns and relevant venues)

(structure diagram)

Impact of the project (economic and social) c.150 words

(description but also headline figures as if for infographic)

Key lessons learnt- what has constrained them from achieving greater impacts
(maximum of 3) c.75 words

Key success factors- what helped maximise positive impacts (maximum of 3) c.75
words

Quote from elected member c.50 words

Peckham Levels, Peckham

(aim for two pages per case study/ average word count 650)

Key message/ impacts delivered

Background and history of case study c.100 words

(timeline graphic)

Vision and strategy (project aims)- set out as bullet points c.50 words

Delivery of activities c.150-200 words

(small map to be added showing local authority, main towns and relevant venues)

(structure diagram)

Impact of the project (economic and social) c.150 words

(description but also headline figures as if for infographic)

Key lessons learnt- what has constrained them from achieving greater impacts

(maximum of 3) c.75 words

Key success factors- what helped maximise positive impacts (maximum of 3) c.75

words

Quote from elected member c.50 words

Mostyn Gallery, Conwy

(aim for two pages per case study/ average word count 650)

Key message/ impacts delivered

Background and history of case study c.100 words

(timeline graphic)

Vision and strategy (project aims)- set out as bullet points c.50 words

Delivery of activities c.150-200 words

(small map to be added showing local authority, main towns and relevant venues)

(structure diagram)

Impact of the project (economic and social) c.150 words

(description but also headline figures as if for infographic)

Key lessons learnt- what has constrained them from achieving greater impacts
(maximum of 3) c.75 words

Key success factors- what helped maximise positive impacts (maximum of 3) c.75
words

Quote from elected member c.50 words

4. Community Focused Cultural Programmes Case Studies

- Common messages about the impacts of this form of culture-led regeneration

Walthamstow Creative Connections, Waltham Forest

(aim for two pages per case study/ average word count 650)

Key message/ impacts delivered

Background and history of case study c.100 words

(timeline graphic)

Vision and strategy (project aims)- set out as bullet points c.50 words

Delivery of activities c.150-200 words

(small map to be added showing local authority, main towns and relevant venues)

(structure diagram)

Impact of the project (economic and social) c.150 words

(description but also headline figures as if for infographic)

Key lessons learnt- what has constrained them from achieving greater impacts
(maximum of 3) c.75 words

Key success factors- what helped maximise positive impacts (maximum of 3) c.75
words

Quote from elected member c.50 words

First Art Programme, Ashfield, Bolsover, Mansfield and NE Derbyshire

(aim for two pages per case study/ average word count 650)

Key message/ impacts delivered

Background and history of case study c.100 words

(timeline graphic)

Vision and strategy (project aims)- set out as bullet points c.50 words

Delivery of activities c.150-200 words

(small map to be added showing local authority, main towns and relevant venues)

(structure diagram)

Impact of the project (economic and social) c.150 words

(description but also headline figures as if for infographic)

Key lessons learnt- what has constrained them from achieving greater impacts
(maximum of 3) c.75 words

Key success factors- what helped maximise positive impacts (maximum of 3) c.75 words

Quote from elected member c.50 words

Appetite, Stoke-on-Trent

Key message/ impacts delivered

Background and history of case study c.100 words

(timeline graphic)

Vision and strategy (project aims)- set out as bullet points c.50 words

Delivery of activities c.150-200 words

(small map to be added showing local authority, main towns and relevant venues)

(structure diagram)

Impact of the project (economic and social) c.150 words

(description but also headline figures as if for infographic)

**Key lessons learnt- what has constrained them from achieving greater impacts
(maximum of 3) c.75 words**

**Key success factors- what helped maximise positive impacts (maximum of 3) c.75
words**

Quote from elected member c.50 words

Culture Works, North East Lincolnshire

4.1 [First draft set out below – in various areas messages are to be refined to provide a more coherent and focused narrative]

(aim for two pages per case study/ average word count 650)



Birdhouse Projects- Part of Culture Works- Family arts engagement, programme and festival

Key message/ impacts delivered

Culture Works is an example of how organisation at the community and local sector- level can drive much wider change, through supporting and promoting a diverse range of cultural events and activities. Culture Works has encouraged the council to develop a Cultural Strategy, which will be fundamental to long-term change and public body support.

Background and history of case study c.100 words

- 4.2 Culture Works was set up in 2016 by a number of local individuals, artists and organisations, in response to a lack of strategic organisation of the culture and arts sector in North East Lincolnshire.
- 4.3 Through lobbying the council and engaging in dialogue, culture and heritage has become a priority for the Council, and a consortium of arts, culture and heritage organisations, venue and practitioners have come together in North East Lincolnshire to work together

and engage a wider range of local people in culture. A historically fragmented sector now has much more strategic direction and support, witnessed in the development of a Cultural Strategy for North-East Lincolnshire, which is due to be published in June 2018.

- 4.4 Culture Works now has twenty-eight members, comprised of artists, organisations, venues and individuals. It remains an independent, sector-led group that is still developing, with formal support from Arts Council England.

(timeline graphic)

Vision and strategy (project aims)- set out as bullet points c.50 words

- Develop, champion and deliver a strong cultural offer for the region
- Align Culture Works with local area priorities through working with the Council
- Use culture to develop a distinct identity for North East Lincolnshire
- Tackle local issues of deprivation

Delivery of activities c.150-200 words

- 4.5 Culture Works provides networking, training, sector development and links to national networks in a supportive and sharing space.
- 4.6 A key focus of activity has been highlighting to the Council the value of culture, and how it can positively impact on wider priorities such as health and economic development. This has led the Council to prioritise arts and heritage.
- 4.7 Culture Works supports and promotes a range of local projects, such as Culturehouse. This has been running since 2010, producing outdoor arts programmes in North-East Lincolnshire. Culture Works has assisted in Culturehouse's success through providing joint marketing and building strategic linkages, as well as giving support to Culturehouse in applying for funding.
- 4.8 Culture Works is working together with the Council to deliver a large-scale festival in Grimsby in 2019, which is currently in its second round of funding.

(small map to be added showing local authority, main towns and relevant venues)

(structure diagram)

Impact of the project (economic and social) c.150 words

- Culture Works have been instrumental in the Council commissioning a Cultural Strategy for North East Lincolnshire and have heavily contributed to the Strategy.
- NE Lincolnshire have been successful in securing funding from the Arts Council (£3.9m) and Coastal Communities Fund (£1.75m).
- Culturehouse has become the lead organisation for the Coastal Cultural Network in the UK
- Culture Works assisted in securing £3.8million for Cleethorpes from the Coastal Community Fund. This money will be used to:
 - Improve public realm and introduce public art
 - Marketing events to bring new visitors
 - Transform a beach-front kiosk into an entertainment venue
 - Employ a visitor economy specialist to mentor local businesses
- Culture Works has raised £300,000 from fundraising for local cultural events

(description but also headline figures as if for infographic)

Key lessons learnt- what has constrained them from achieving greater impacts (maximum of 3) c.75 words

- 4.9 Culture Works and the Council acknowledge challenges in balancing how Culture Works and other community organisations sit within the wider Cultural Strategy. The Council are creating a cultural and heritage framework for the Cultural Strategy to fit within, and it remains undecided whether Culture Works will be the lead organisation or sit within this.
- 4.10 A historic lack of coordination has impeded strategic planning and development, and although Culture Works and the Council have gone a long way to tackling this, there is clearly still work that needs to be done in partner dialogue and wider engagement.

Key success factors- what helped maximise positive impacts (maximum of 3) c.75 words

- 4.11 Culture works has invested in having a strong marketing strategy that reaches out to a diverse demographic and the local community. Marketing through social media and the website has been particularly successful. Culture Works and the Council are investigating

developing a culture page for the Council website led by Culture Works, influenced by the Hull UK City of Culture website.

- 4.12 Determination of the local arts and heritage sector through lobbying, dialogue and persistence has influenced the Council to prioritise culture as a key driver in achieving regeneration and building upon local identity.
- 4.13 Broader engagement with regional and national sectors and bodies has assisted Culture Works in its success in securing funding and engaging in broader strategies and dialogue, such as through the Coastal Culture Network.

Quote from elected member c.50 words

Strategic Organisation/ Co-ordination of Cultural Activity Case Studies

- Common messages about the impacts of this form of culture-led regeneration

Newcastle-Gateshead Initiative

(aim for two pages per case study/ average word count 650)

Key message/ impacts delivered

Background and history of case study c.100 words

(timeline graphic)

Vision and strategy (project aims)- set out as bullet points c.50 words

Delivery of activities c.150-200 words

(small map to be added showing local authority, main towns and relevant venues)

(structure diagram)

Impact of the project (economic and social) c.150 words

(description but also headline figures as if for infographic)

Key lessons learnt- what has constrained them from achieving greater impacts
(maximum of 3) c.75 words

Key success factors- what helped maximise positive impacts (maximum of 3) c.75 words

Quote from elected member c.50 words

West Midlands Combined Authority

(aim for two pages per case study/ average word count 650)

Key message/ impacts delivered

Background and history of case study c.100 words

(timeline graphic)

Vision and strategy (project aims)- set out as bullet points c.50 words

Delivery of activities c.150-200 words

(small map to be added showing local authority, main towns and relevant venues)

(structure diagram)

Impact of the project (economic and social) c.150 words

(description but also headline figures as if for infographic)

Key lessons learnt- what has constrained them from achieving greater impacts
(maximum of 3) c.75 words

Key success factors- what helped maximise positive impacts (maximum of 3) c.75
words

Quote from elected member c.50 words

New Anglia Culture Drives Growth Strategy

5.1 [First draft set out below – in various areas messages are to be refined to provide a more coherent and focused narrative]

(aim for two pages per case study/ average word count 650)



Norwich Castle Museum and Art Gallery. Source: Norfolk Museums Service

Key message/ impacts delivered

The cultural sector is worth £83.6 million to the economy of Norfolk and Suffolk, employs 5,800 people and comprises over 1,000 businesses.

The New Anglia Cultural Board is successfully working alongside the LEP and with Norfolk and Suffolk Local Authorities to embed culture into the heart of economic development for the region. The Cultural Board are providing a platform for how Culture can not only be promoted as a sector but also how it can work with other sectors to boost the local economy.

Background and history of case study c.100 words

- 5.2 The New Anglia Cultural Board, acting as the Local Enterprise Partnership's sector advisor group on culture was formed in 2012. This was in response to the cultural sector being identified by the New Anglia LEP as one of ten priority sectors, vital to the realisation of the region's economic growth targets.
- 5.3 The Cultural Board was created specifically to play a clear role in contributing to the LEP's strategies for growth. Both councils invest £15,000 into the Board annually, to support local cultural projects as directed by the Board.
- 5.4 The Cultural Board has been successful in promoting the importance of Norfolk and Suffolk's cultural assets as a source of economic growth and as a source of innovation and collaboration with other sectors.

(timeline graphic)

Vision and strategy (project aims)- set out as bullet points c.50 words

- 5.5 By 2022:
- The cultural sector in the East will be recognised locally, regionally and nationally for its distinctive role in contributing to the economic success of the region.
 - Increased investment into a nationally and internationally significant cultural offer that makes Norfolk and Suffolk 'must see' cultural destinations.
 - Develop a more diverse, highly skilled and connected creative workforce that is fully engaged in growing the region's economy and cultural offer.
 - To be a national exemplar for place based cultural collaborations, connecting communities and increasing the attractiveness of the region to residents, visitors and investors.
 - To have enhanced the region's cultural profile for global audiences, visitors and markets.

Delivery of activities c.150-200 words

- 5.6 The Board's main activities have been to develop a New Anglia Culture Drives Growth Strategy (2017-2022), and to fund and support specific projects.
- 5.7 The Strategy sets out how to achieve culturally driven growth in the region and how to work more closely with creative, business, tourism, education and public-sector partners. It

details a framework for how culture can make a full contribution to the growing economies of Norfolk and Suffolk, and enables the Board to be fully woven into the LEP, with culture emphasised as a sector which can underpin all others.

- 5.8 The Cultural Board's flagship project is StartEast. This is a year into delivery and has become firmly embedded in the regional cultural landscape. StartEast provides bespoke business support to SMEs in the cultural sector. The LEP has its own local growth hub, but StartEast works to provide specialist advice, as well as a networking and funding avenue. The project has received £1.1 million of funding from Arts Council England and ERDF combined and started in January 2017 with the aim to run for three years.
- 5.9 A key aspect of the Board's work is to integrate the cultural sector with other local sectors. A sub-group for the technology sector in Norfolk and Suffolk has been set up, and the Board are in the process of hosting the first workshop on how creative and technology companies can work more closely together. The beginnings of this collaborative approach to sector work can be seen in Norwich Castle's recent use of immersive technology.

(small map to be added showing local authority, main towns and relevant venues)

(structure diagram)

Impact of the project (economic and social) c.150 words

(description but also headline figures as if for infographic)

Norfolk and Suffolk have a growing visitor economy, and some of this success can be attributed to the work of the Board:

- There were 1.5 million visits to Norfolk and Suffolk's main cultural organisations in 2016/2017
- A 17.5% increase in attendance for key venues in Norfolk and Suffolk from 2014/2015 to 2016/2017
- 11,500 more cultural tourists per year from 2014/2015 to 2016/2017

- 5.10 Headline impact figures to date from the pioneer project of StartEast include:

- Over 2191 hours of expert bespoke business guidance and support have been delivered to 235 beneficiaries in rural and urban settings across the region
- A total of 442 people/creative SMEs (target is 180 by 2020) have registered for StartEast support
- 23 grants (capital and revenue) awarded (target is 60 by 2020)

- 68% of those supported are female, 8% disabled led and 11% BAME

**Key lessons learnt- what has constrained them from achieving greater impacts
(maximum of 3) c.75 words**

- 5.11 Norfolk and Suffolk have struggled with their historic identity as not an obvious location for cultural and tourism activities.
- 5.12 The Board have assisted in challenging this through targeted digital advertising, building linkages with other cultural organisations and successful leafletting outside galleries and museums in London.
- 5.13 The Board are currently developing a new culture-based website with East Anglia. Marketing has focused on the linkages in Norfolk and Suffolk between its natural capital and cultural offering, to help make the area have a distinctive offer.

Key success factors- what helped maximise positive impacts (maximum of 3) c.75 words

- 5.14 The success of the New Anglia Cultural Board has been through partnerships and collaboration where mutual benefit is understood, as well as the importance of culture to the local economy. The LEP and Local Authorities have been fundamental in supporting the Board and its strategy, and prioritising culture and its value to the economy.

Quote from elected member c.50 words

'Norfolk County Council recognises and greatly values the pivotal and leading national role of the New Anglia LEP Cultural Board in driving collaborative, culture-led economic growth. 'Culture Drives Growth' presents a unified strategic vision and ambitious roadmap which places our distinctive world-class cultural and heritage offer firmly at the heart of regional economic development, identity and innovation.' - Councillor Margaret Dewsbury, Norfolk County Council

'Suffolk County Council is committed to building inclusive growth. We are delighted to play a major role in the development of the New Anglia LEP Cultural Board. We know that the cultural sector is a significant contributor to the quality of life in Suffolk; it is a fundamental part of our place making agenda.' - Councillor Tony Goldson, Suffolk County Council



Cornwall 365

(aim for two pages per case study/ average word count 650)

Key message/ impacts delivered

Background and history of case study c.100 words

(timeline graphic)

Vision and strategy (project aims)- set out as bullet points c.50 words

Delivery of activities c.150-200 words

(small map to be added showing local authority, main towns and relevant venues)

(structure diagram)

Impact of the project (economic and social) c.150 words

(description but also headline figures as if for infographic)

Key lessons learnt- what has constrained them from achieving greater impacts
(maximum of 3) c.75 words

Key success factors- what helped maximise positive impacts (maximum of 3) c.75
words

Quote from elected member c.50 words

Portsmouth Cultural Infrastructure

(aim for two pages per case study/ average word count 650)

Key message/ impacts delivered

Background and history of case study c.100 words

(timeline graphic)

Vision and strategy (project aims)- set out as bullet points c.50 words

Delivery of activities c.150-200 words

(small map to be added showing local authority, main towns and relevant venues)

(structure diagram)

Impact of the project (economic and social) c.150 words

(description but also headline figures as if for infographic)

Key lessons learnt- what has constrained them from achieving greater impacts
(maximum of 3) c.75 words

Key success factors- what helped maximise positive impacts (maximum of 3) c.75
words

Quote from elected member c.50 words

6. Recurring Arts/Cultural Festivals

- Common messages about the impacts of this form of culture-led regeneration

Manchester International Festival

(aim for two pages per case study/ average word count 650)

Key message/ impacts delivered

Background and history of case study c.100 words

(timeline graphic)

Vision and strategy (project aims)- set out as bullet points c.50 words

Delivery of activities c.150-200 words

(small map to be added showing local authority, main towns and relevant venues)

(structure diagram)

Impact of the project (economic and social) c.150 words

(description but also headline figures as if for infographic)

Key lessons learnt- what has constrained them from achieving greater impacts
(maximum of 3) c.75 words

Key success factors- what helped maximise positive impacts (maximum of 3) c.75
words

Quote from elected member c.50 words

Great Yarmouth Arts Festival

(aim for two pages per case study/ average word count 650)

Key message/ impacts delivered

Background and history of case study c.100 words

(timeline graphic)

Vision and strategy (project aims)- set out as bullet points c.50 words

Delivery of activities c.150-200 words

(small map to be added showing local authority, main towns and relevant venues)

(structure diagram)

Impact of the project (economic and social) c.150 words

(description but also headline figures as if for infographic)

Key lessons learnt- what has constrained them from achieving greater impacts
(maximum of 3) c.75 words

Key success factors- what helped maximise positive impacts (maximum of 3) c.75
words

Quote from elected member c.50 words

Green Man Festival, Powys

(aim for two pages per case study/ average word count 650)

Key message/ impacts delivered

Background and history of case study c.100 words

(timeline graphic)

Vision and strategy (project aims)- set out as bullet points c.50 words

Delivery of activities c.150-200 words

(small map to be added showing local authority, main towns and relevant venues)

(structure diagram)

Impact of the project (economic and social) c.150 words

(description but also headline figures as if for infographic)

Key lessons learnt- what has constrained them from achieving greater impacts
(maximum of 3) c.75 words

Key success factors- what helped maximise positive impacts (maximum of 3) c.75
words

Quote from elected member c.50 words

Hampshire Food Festival

(aim for two pages per case study/ average word count 650)

Key message/ impacts delivered

Background and history of case study c.100 words

(timeline graphic)

Vision and strategy (project aims)- set out as bullet points c.50 words

Delivery of activities c.150-200 words

(small map to be added showing local authority, main towns and relevant venues)

(structure diagram)

Impact of the project (economic and social) c.150 words

(description but also headline figures as if for infographic)

Key lessons learnt- what has constrained them from achieving greater impacts
(maximum of 3) c.75 words

Key success factors- what helped maximise positive impacts (maximum of 3) c.75
words

Quote from elected member c.50 words

7. Lessons Learnt and Relevance for Local Authorities across the UK

Common Themes and Conclusions

7.1 [Drawing out messages on types of activity / types of impact common across the different case studies under each typology]

- Individual Cultural Institutions
- Community Focused Cultural Programmes
- Recurring arts/cultural festivals
- Strategic organisation/co-ordination of cultural activity

Implications for Your Cultural Strategy

- Benefits to local authorities of developing a cultural strategy
- Relevant delivery lessons learnt from the case studies
- Key questions to explore in producing a cultural strategy eg types of impact you want to deliver, key strengths / weaknesses of your area / different approaches to investing in culture.

8. Conclusions

Key lessons Learnt

8.1 Common messages across all forms of culture-led regeneration

Lessons for councils

8.2

Lessons for councillors

8.3

Lessons for other stakeholders

Appendix A - <Insert title here>

A.1 <Use Appendix Heading 5>

Appendix B - <Insert title here>

B.1 <Use Appendix Heading 5>

B.2 <Use Appendix Heading 5>



REGENERIS

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CTS conference 2019

Purpose of report

For discussion and direction.

Summary

Culture, Tourism and Sport Board members are invited to:

1. Suggest a possible theme for the annual CTS conference 2019, which will be held in London.
2. Suggest possible venues and locations for walking tours.
3. Suggest names and contacts of possible sponsors for the event.

Recommendations

Culture, Tourism and Sport Board Members are invited to provide a steer on:

1. Attracting more councillors (paragraph 8)
2. Alternative format (paragraph 9)
3. Conference theme (paragraph 12)
4. Keynote speakers (paragraph 13)
5. Walking tour venues (paragraph 14)
6. Possible sponsors (paragraph 16)

Action

Officers will progress as directed.

Contact officer: Ian Leete / Jade Nimmo
Position: Senior Adviser / Conference Manager
Phone no: 0207 664 3143 / 0207 664 3014
Email: Ian.Leete@local.gov.uk / Jade.Nimmo@local.gov.uk

CTS Conference 2019

Background

1. 108 people attended the LGA's annual Culture, Tourism and Sport Conference in Hull on 7/8 March 2017. This is a small increase of two people on 2017.
2. The conference provided delegates and the CTS Board with an unrivalled opportunity to strengthen further the relationship between local government and key partners. It received very positive feedback with 90.9 per cent satisfaction rate, collected in the follow-up survey with a 23.4 per cent response rate. The remaining person was neither satisfied nor dissatisfied.
3. Despite issues with snow affecting the walking tours, and significant disruption to the trains, no negative feedback was received – the handling of the snow disruption was positively commented on.

Issues

4. Although numbers are comparable to the previous year, they are still down on the 151 in 2016. There has also been a shift away from councillors attending to a higher proportion of officers attending.
5. The later date for 2018, compared to 2017, was chosen to avoid the budget process in councils. Unfortunately, this led to a clash with the LGA Councillors Forum, which was booked later. However, this should not account for the degree of change. The 2019 conference will be held on a different date to avoid any clash.
6. The high satisfaction rate is difficult to square with the low attendance. Although a lower percentage of survey responses was received, the survey in 2016 received a better response rate with 100 per cent satisfaction levels.
7. Freestyle comments to the survey suggest that a more interactive set of workshops and presentations would be desirable.
8. Board members are invited to consider if key elements that would attract councillors are missing, or any alternative explanations for the reduction in attendance.
9. During the last board meeting, an alternate format was discussed and agreed, which would involve holding the walking tours on the afternoon of the first day, with delegates making their own way to the locations and then meeting centrally for the conference dinner. The full conference would then start earlier on the following day, allowing people to be away by early afternoon.

CTS conference 2019

10. We are in discussions with the City of London to host the event at the Guildhall, and are exploring nearby hotels for suitable accommodation – the area has a number of Premier Inns, as well as other reputable hotels.
11. The Board will have produced a number of reports by 2019, particularly:
 - 11.1. Culture-led regeneration research, although there will also have been roundtables to promote this; and
 - 11.2. The role of councils in supporting skills for the tourism sector.
12. The Board is invited to suggest either a theme for the day, or a key note topic to focus the event around. This could be based on the reports into culture-led regeneration or tourism, or:
 - 12.1. The role of culture, tourism and sport in bringing people together;
 - 12.2. Creating a healthy nation; the role of culture and sport (this will need to avoid duplicating a social prescribing conference planned for Autumn 2018);
 - 12.3. Culture, tourism and sport: home and abroad – featuring selected speakers from universities, embassies and internationally; and
 - 12.4. Urban and rural: the different challenges.
13. The Board is also invited to suggest keynote speakers, including a celebrity speaker. We suggest that Sir Nick Serota and the Minister for Arts, Heritage and Tourism are invited to give plenary speeches. The conference will aim for a gender balance for speakers, and the Board is invited to consider this in their suggestions.
14. The Board is also invited to suggest possible locations for walking tours. We suggest that Brent and Waltham Forest Councils are invited to put forward proposals, as the two London Boroughs of Culture and home of the FA. We also suggest the Corporation of London, as probable hosts for the conference, are invited to suggest a tour.

Implications for Wales

15. There are no implications for Wales.

Financial Implications

16. Members' decisions will have an impact on the running costs and surplus from the conference. Members are invited to suggest conference sponsors, including contact details.
17. Despite falling numbers, the CTS conference remains a profit-generating event for the LGA.

Next steps

18. Culture, Tourism and Sport Members are invited to provide a steer on:
 - 18.1. Attracting more councillors (paragraph 8);
 - 18.2. Alternative format (paragraph 9);
 - 18.3. Conference theme (paragraph 11);
 - 18.4. Keynote speakers (paragraph 12);
 - 18.5. Walking tour venues (paragraph 13); and
 - 18.6. Sponsors (paragraph 15).
19. Officers will take forward preparations over the summer in line with members' steer.

Targeted Culture, Tourism and Sport improvement work

Purpose

For discussion and direction.

Summary

This report updates CTS Board Members on the targeted culture, tourism and sport improvement work at councils not currently engaging with CTS support.

This work would commission member peers and/or involve LGA Principal Advisers to engage with these councils and offer a small amount of bespoke support, where this was identified as a need.

Recommendation

Culture, Tourism and Sport Board Members are ask to provide feedback on the proposed implementation plan (Paragraphs 9.1 – 9.8).

Action

Officers will take forward actions identified.

Contact officer: Siraz Natha
Position: Adviser
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Targeted culture, tourism and sport improvement work

Background

1. The CTS improvement offer is well established and most councils have engaged with either a peer challenge, leadership essentials course, or attended a conference. However, there are a small number of councils that have not engaged with this offer, with some concern that these may be some of the least resourced and well-equipped councils.
2. In March 2018, the CTS Board agreed an allocation of £4,000 towards supporting targeted improvement work with these councils.

Improvement activities

3. Since 2011, the CTS portfolio of work has included an increasing number of improvement activities, supporting councillors (and officers) and their councils develop more effective cultural and sport/physical activity services.
4. With financial support from Sport England and Arts Council England, the LGA has been able to organise thirty Leadership Essentials Sport and Culture programmes for Portfolio Holders with responsibility for sport/physical activity and culture. This has resulted in over 300 councillors attending these learning programmes.
5. The CTS Annual conference and Sport & Physical Activity conference attracts between 75 – 150 delegates, with small numbers of councillors attending.
6. Also, over twenty peer challenges have been delivered, covering: sport; museums; libraries; and cultural services. These have involved councillors: as peers; and as part of the interviewees within the councils.

Engagement of councillors with CTS improvement activities

7. Whilst the numbers of councillors engaging with CTS improvement activities is increasing, initial analysis of delegate attendance data has shown that there is potential for more councils and councillors to benefit from the CTS improvement activities.
8. Initial analysis of the attendance at leadership essentials sport and culture programmes, has shown that at least 25 councils have not had a portfolio holder attend any of the programmes.

Proposed implementation plan and timescales

9. The proposed targeted improvement work will be undertaken as follows:
 - 9.1 Desktop analysis of delegate attendance data for all CTS improvement activity since 2014 (co-terminus with four year term of current councillors) to determine which councils have not engaged in CTS improvement activity (June 2018).

- 9.2 LGA Principal Advisers/Political Group offices/Regional Member Peers to advise on the level of LGA support that has being provided to councils not engaged in CTS improvement activity and which councils should be approached to take part in the targeted improvement work (June/July 2018).
- 9.3 CTS team to discuss with LGA Principal Advisers/Regional Member Peers, as to who would be best placed to approach the Portfolio Holders with responsibility for sport and culture within the selected councils (September 2018).
- 9.4 CTS team to share contact details (of relevant Portfolio Holders within the selected councils) and a briefing note with the LGA Principal Advisers and/or Regional Member Peers. The briefing note will outline what to cover in the discussions with the relevant Portfolio Holders, and will include: purpose and priorities of CTS Board; priorities and goals for the Portfolio Holder and any challenges in achieving these; CTS improvement offer; and other support that would help the Portfolio Holder (September/October 2018).
- 9.5 Following the discussions with the relevant Portfolio Holders, LGA Principal Advisers and/or LGA Regional Member Peers to produce a short summary of each of their discussions with the Portfolio Holder. This will provide feedback on: the priorities and any challenges for each of the selected councils; their knowledge of the CTS improvement offer; and what further support could be developed by the LGA to assist the Portfolio Holders and there councils (October 2018 – February 2019).
- 9.6 Determine the most appropriate form of support to offer each council (October 2018 – July 2019), either through:
- 9.6.1 CTS information – Inform Portfolio Holders of the monthly CTS e-bulletin, CTS website, twitter details and forthcoming events.
 - 9.6.2 Advice and guidance – LGA Member Peer to provide support in dealing with any CTS challenges faced by the Portfolio Holder and direct them to examples of good practice.
 - 9.6.3 Peer challenge – If a Portfolio Holder feels a peer challenge may benefit the council, then this would be arranged (at full cost to the council or if deemed appropriate, funded via the LGA).
 - 9.6.4 Subsidy to attend a future CTS conference – If deemed appropriate, then a subsidised place on a future conference (where there is a charge) would be offered to the Portfolio Holder.
 - 9.6.5 Other bespoke support agreed with the council – if requested, the LGA can arrange bespoke Member Peer/Officer support to assist the Portfolio Holder or the council (Fee/subsidy to be determined).
- 9.7 Monitor take-up amongst council to future CTS improvement activities (October 2018 – June 2019).
- 9.8 Present results of the outcomes of the targeted improvement work to the CTS Board (June 2019).

Implications for Wales

10. The proposed targeted improvement work will focus on English councils only, as improvement work for councils in Wales is provided directly by the Welsh LGA.

Financial implications

11. There is a budget of £4,000 to undertake this work, which will support 13 days LGA Member Peer time, and cover improvement work with 25 councils. Each day allocated would include arranging meetings (between 45-60 minutes) with two Portfolio Holders, and writing up a one/two page summary of each discussion with the Portfolio Holders. If LGA Principal Advisers also able to devote time to this work, then more councils will be supported.

Next steps

12. Work will continue on the implementation plan after the CTS Board on 4 June 2018. A further update will be provided to CTS Board Members, after the completion of the work in 2019.

Outside Bodies

Purpose of report

For information.

Summary

This report has four parts:

- A – CTS Outside Bodies 2017/18;
- B – Report back on member meetings since 19 March 2018;
- C – Forthcoming meetings;
- D – Latest Chair’s Report from Cllr Gerald Vernon-Jackson CBE.

Recommendation

That the Culture, Tourism and Sport Board note the report.

Action

Subject to comments from members, officers to take forward any actions.

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Outside Bodies

A - CTS Outside Bodies 2017/18

Organisation	Background	Representative For 2017/2018	Dates of Future Meetings
British Board of Film Classification Consultative Council	The British Board of Film Classification classifies films on behalf of Local Authorities and videos / DVDs under the terms of the Video Recordings Act. Its "Consultative Council" is a requirement of the Board's designation under the Video Recordings Act.	Cllr Faye Abbott	TBC
Tourism Alliance	The TA seeks to establish and maintain a favourable operating environment for all businesses involved in the delivery of tourism, particularly in England. The LGA has a non-voting place on the Board.	Cllr Geraldine Carter	26 September 2018 21 November 2018 All starting at 13:00.



<p>British Destinations</p>	<p>British Destinations operates as a trade association representing the wider interest of local authority sponsored tourism. Membership includes local government authorities of all types and sizes from across the UK, regional and local tourist boards and commercial organisations.</p>	<p>Cllr Geoff Knight</p>	<p>TBC</p>
<p>London Marathon Events Limited</p>	<p>The London Marathon Charitable Trust primarily provides capital funding for building or facilities projects that inspire increased participation in physical activity, sport and play. It prioritises projects that target individuals or groups that currently have low levels of activity and children and young people outside of school hours.</p>	<p>Cllr Terry O'Neill</p>	<p>TBC</p>



<p>Libraries Taskforce</p>	<p>Leadership for Libraries Taskforce was set up by the Department for Culture, Media and Sport (DCMS) and the Local Government Association (LGA) in 2015. The Taskforce's role is to provide leadership and help to reinvigorate the public library network in England.</p>	<p>Cllr Mike Bell</p>	<p>TBC</p>
<p>Theatre Champion role</p>	<p>This opportunity for a CTS Board member is to act as a Theatre Champion. The representative will attend regular meetings and act as a link back to the CTS Board, and generally act as a consultant on local government issues. In addition, the representative will take part in stakeholder groups that advise the organisation.</p>	<p>Cllr Michelle Tanfield</p>	<p>TBC</p>



<p>Peak District National Park Authority</p>	<p>This is an opportunity for a CTS Board member to represent the LGA on the Authorities programme board which looks at delivery, strategic direction, and key issues relating to the development of the visitor economy in rural England.</p>	<p>Cllr Barry Lewis</p>	<p>12 June 2018</p>
<p>LGA Skills Taskforce</p>	<p>This is an opportunity for a CTS Board member to represent the work that the board are doing on Tourism Skills. The taskforce itself has been formed to add value to the employment and skills work, which is being re-focused to offer place based solutions to Brexit and the Industrial Strategy.</p>	<p>Cllr Muhammed Butt</p>	<p>TBC</p>

B – Report back on member meetings since 19 March 2018

Purpose	Key Points Discussed	Outcome
Cllr Gerald Vernon-Jackson spoke at the Tourism Alliance conference, and later attended their parliamentary Reception, 19 March		
To speak for the Culture, Tourism and Sport Board at the event.	The address outlined the landscape facing councils and the work that the LGA is undertaking to support councils in this area.	The LGA and Tourism Alliance will keep in touch on key issues and will share good practice.
Cllr Gerald Vernon-Jackson attended the Parks Action Group, 21 March and 23 May		
To represent the Culture, Tourism and Sport Board on the group.	The group discussed the future of parks, and which actions to take to safeguard and enhance parks and green spaces for future generations	The LGA hosted the Action on Parks Conference and informs and shapes how future cross-government policy-making considers parks and green spaces and the multiple benefits they provide.
Cllr Gerald Vernon-Jackson met with Victoria Wallace, Director General of the Commonwealth War Graves Commission, 27 March		
Introductory meeting between the Chair and the Director General.	The discussion covered ways in which the LGA and the commission could work more closely in the future.	The LGA has helped them make some useful contacts to support their Intereg bid.
Cllr Gerald Vernon-Jackson met with Kate Nicholls, UK Hospitality, 27 March		
Introductory meeting between the Chair and UK Hospitality's Skills Lead.	The discussion covered the tourism sector's bid for a deal under the Industrial Strategy including the LGA's support for that bid and our plans to commission in depth research into how councils can adopt a Work Local approach to supporting their local tourism industry in growing the skills base.	The LGA and UK Hospitality will keep in touch on key issues and will share good practice.

Purpose	Key Points Discussed	Outcome
Cllr Gerald Vernon-Jackson met with Martin Glenn, Football Association, 27 March		
Introductory meeting between the Chair and the Chair of the FA.	The discussion covered their partnership with the Premier League and DCMS who together have committed to making a major investment in local football over the next 10 years.	The LGA and the FA will keep in touch on key issues and will share good practice, and ensure every council benefits to the fullest extent from the commitment to work with every council in England to develop a local football facility plan (LFFP).
Cllr Gerald Vernon-Jackson attended the Sport and Recreation Alliance meeting, 17 April		
To represent the Culture, Tourism and Sport Board at the meeting.	The contribution outlined the importance of engaging with local councils and how that can be done effectively	The LGA has advised that advice is to be developed into a short guide for community groups, with the support of Lord Addington to engage various sporting groups.
Cllr Gerald Vernon-Jackson met with the Rt. Hon Michael Ellis MP, 17 April		
Introductory meeting between the Chair and the new Minister for Arts, Heritage and Tourism prior to the Tourism and Brexit debate in the Commons in April.	The discussion covered Skills, Cultural Regeneration and lengthening the season, and rural tourism at length.	The LGA have set up regular meetings going forwards to ensure the LGA are at the heart of the conversations within the department.
Cllr Geraldine Carter attended the Tourism Alliance Board		
To represent the Culture, Tourism and Sport Board at the Board.	Cllr Carter followed up discussions from the March CTS Board's discussing the planned tourism skills research which will explore the Board's concern about the impact of Brexit on recruitment in the tourism and hospitality sectors. The loss European workers on this sector is unknown so the board are keen to examine ways of delivering skills training to ensure a pipeline of talent and skills for the hospitality and tourism sectors.	The LGA continue to be represented on this board.

Purpose	Key Points Discussed	Outcome
Cllr Gerald Vernon-Jackson met with Emma Chaplin, 21 May		
Introductory meeting between the Chair and the Director of the Association of Independent Museums.	The discussion covered the contribution that museums can make to a local areas, both in terms of health and cohesion for local residents and as attractors for visitors.	The LGA will keep in touch and work with the AIM to enhance our support offer for council-run and -supported museums.

C - Forthcoming meetings at the time of writing

Event/Meeting	Date/s and venue	CTS Board Member involvement
Meeting with Michael Ellis MP	Tuesday 10 July 11:00 – 11:30 at Parliament	Cllr Vernon-Jackson to meet with Michael Ellis MP.
Leadership Essentials Sport Event	Thursday 12 July 9:45 – 10:10 in Coventry	Cllr Vernon-Jackson is attending the group.
The Royal British Legion Last 100 Days Ceremony	Wednesday 8 August 11:00 in Brussels	Cllr Vernon-Jackson is attending the ceremony.

D - Culture, Tourism and Sport Board – report from Cllr Gerald Vernon-Jackson CBE (Chair)

Sport and physical activity

1. I attended the Sport and Recreation Alliance meeting in April, setting out the importance of engaging with local councils and how that can be done effectively. This advice is being developed into a short guide for community groups, with the support of Lord Addington to engage various sporting groups.
2. I met with Martin Glenn, the Chair of the Football Association, where we discussed their partnership with the Premier League and DCMS who together have committed to making a major investment in local football over the next 10 years. They will work with every council in England to develop a local football facility plan (LFFP) and I will work to ensure every council benefits to the fullest extent from this investment offer.

Arts, Culture and Heritage

3. I met with Emma Chaplin, Director of the Association of Independent Museums. We discussed the contribution that museums can make to a local areas, both in terms of health and cohesion for local residents and as attractors for visitors. We will be working together to enhance our support offer for council-run and -supported museums.
4. I met with Victoria Wallace, Director General of the Commonwealth War Graves Commission, and we discussed ways in which the LGA and the commission could work more closely in the future. Off the back of this, the board has helped them make some useful contacts to support their Intereg bid.

5. I met with the Rt. Hon Michael Ellis MP, the new Minister for Arts, Heritage and Tourism prior to the Tourism and Brexit debate in the Commons in April. We discussed Skills, Cultural Regeneration and lengthening the season, and rural tourism at length. We have set up regular meetings going forwards to ensure the LGA are at the heart of the conversations within the department.

Tourism

6. Cllr Geraldine Carter attending the Tourism Alliance's March Board meeting on behalf of the CTS Board. Cllr Carter followed at the March CTS Board meeting by discussing the planned tourism skills research which will explore the Board's concern about the impact of Brexit on recruitment in the tourism and hospitality sectors. The loss European workers on this sector is unknown so the board are keen to examine ways of delivering skills training to ensure a pipeline of talent and skills for the hospitality and tourism sectors.
7. I had the pleasure of being invited to speak at the Tourism Alliance conference, and later attended their parliamentary Reception.
8. Councillor Muhammed Butt has been asked to sit on the LGA's new Skills Taskforce on behalf of the Board.
9. I also met with Kate Nicholls from UK Hospitality, the new representative body for the hospitality and licensed entertainment sector. Kate is also the new lead for the skills element of the tourism sector's bid for a deal under the Industrial Strategy. We discussed our support for that bid and our plans to commission in depth research into how councils can adopt a Work Local approach to supporting their local tourism industry in growing the skills base.

Parks

10. I have attended meetings of the Parks Action group in May which was attended by the Parks Minister Rishi Sunak MP. The group continues to provide local government with a national voice on the future of parks, and continues to take action to safeguard and enhance parks and green spaces for future generations. I hope to inform and shape how future cross-government policy-making considers parks and green spaces and the multiple benefits they provide.
11. Our sold out Action on Parks conference took place on the 24 May and gave the Parks Action Group its first major public platform. It was opened by Clive Betts MP, discussing the findings of the select committee inquiry into public parks, followed by Rishi Sunak who has been appointed Minister of Parks at MHCLG. Workshops were led by the Action Group workstream leads, and councillors and officers were given the chance to influence national priorities for parks. It was a lively and thought-provoking day.
12. I met with two of our National Parks members to discuss how the LGA can effectively support them, particularly through the lens of culture, tourism and sport. We are planning to co-host a tourism conference with them in 2019, and Councillor Lewis has been appointed on behalf of CTS Board to sit on the programme board for their Arts Council/Visit England funded project to attract more visitors to the National Parks.

Media

13. I had [an article published](#) in First Magazine explaining the role that Local Government plays in organising Christmas markets, which are attracting more visitors and becoming tourism destinations in their own right.

14. I also set out the importance of our parks in an article for the Countryside Management Association, which reaches frontline professionals involved with the management of all types of parks. In it, I stressed that we wanted to ensure that the Parks Actin Group addressed issues facing the parks in towns like Barnstaple as well as those in London or other cities.

Culture, Tourism and Sport Board Annual Report

Purpose of report

For information and discussion.

Summary

This report provides an overview of the issues and work the board has overseen during the past year. It sets out key achievements in relation to the priorities for the **Culture, Tourism and Sport Board** in 2017/2018, and looks forward to next year's priorities.

Recommendations

That Culture, Tourism and Sport Board Members:

1. Note the achievements against the board's priorities in 2017/2018; and
2. Note the likely board priority areas for 2018/19.

Action

Officers to action as appropriate.

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Culture, Tourism and Sport Board Annual Report

Background

- 1 This year, the Culture, Tourism and Sport Board has contributed to the national political agenda and made decisive interventions on priority issues for councils. The board has made a significant difference to LGA member councils, contributed to LGA corporate campaigns, and raised its national profile. The Board has also increased its reach and capacity by moving to a commissioning approach to research.
- 2 Key achievements include supporting councillors to lead transformational change, commissioning research into culture-led regeneration, publishing research and guidance on the economic impact of Christmas markets, securing a re-balancing of Libraries Taskforce funding towards frontline councils, and delivering successful conferences on sport and parks, as well as the annual Culture, Tourism and Sport conference 2018 in Hull.

Priorities and Achievements

- 3 At its first meeting the Board identified three priorities for the year:
 - 3.1 Promoting culture-led regeneration;
 - 3.2 Supporting the skills agenda for CTS sectors, with particular regard to the impact of Brexit; and
 - 3.3 Helping councils to extend the visitor season.

Tourism

- 4 We have strengthened our links with key tourism bodies, including Tourism Alliance and UK Hospitality, the new association for the hospitality sector. The Board has also continued its positive relationship with VisitEngland, and their new Chair will be speaking on tourism at the LGA annual conference.
- 5 The Board has responded to a consultation on the proposed tourism sector deal under the Industrial Strategy, and received a presentation from the tourism sector at a Board meeting.
- 6 Following this work, the Board has commissioned research into how councils can support the development of the right skills for the sector. This work will begin in June and continue for the rest of the financial year.

- 7 The Board has also published research into the economic impact of Christmas Markets, as a step towards helping councils to extend their visitor season. The work was supported by the National British Markets Association (NABMA) and Cllr Geraldine Carter, as President-Elect of NABMA. This publication is now being used by Bournemouth University as a teaching aid for their tourism students, and has been positively received by councils. It has led to an increased recognition of the value of markets in other LGA areas, resulting in their inclusion in a new Handbook on Town Centre Management.

Culture-led regeneration

- 8 The Board has commissioned research into 18 areas and how they have achieved culture-led regeneration. The work is being co-funded by the Calouste Gulbenkian Foundation. It will be published in July/September with a planned launch event to coincide with the Great Exhibition of the North.
- 9 Culture-led regeneration featured as a theme at the CTS conference in Hull, with some early findings shared by the research consultants, and presentations about the impact of being City of Culture and hosting the Tour de Yorkshire.
- 10 The Board also contributed quotes and insight to a publication on how Business Improvement Districts can support culture, published by the London Mayor's Office.

Sport and Physical Activity

- 11 We have continued to work closely with Sport England on the delivery of their strategy 'Towards An Active Nation 2016-2021' to ensure that councils and local partners are central to their plans to tackle inactivity, and to re-balance funding away from national organisations and towards local bodies.
- 12 In addition to the regular leadership essentials events for councillors, we piloted an event targeted at officers in strategic positions, following feedback about a lack of support and development opportunities for these officers. Sport England has now commissioned a further three events for 2018/19.
- 13 We held our first Sport conference in December 2017, attended by over 60 delegates. This response suggests the event is commercially viable and a further conference is planned for December 2018.
- 14 The LGA strengthened its strategic links with a number of bodies including the Football Association, and the London Marathon Charitable Trust, which now has an LGA representative.

Parks

- 15 In 2017, the Board took policy responsibility for public parks, including representing councils on the Government's new Parks Action Group. This Group is tasked with responding to the select committee's inquiry into public parks, which found they were at a tipping point. The Group has £500 000 to invest in solutions for the sector.
- 16 As part of the LGA contribution, we hosted a sold out Action on Parks conference on 24 May to introduce councils and partners to the work of the Group and give them a chance to influence the work of the Group.

Libraries

- 17 In 2016/17, the Board oversaw the development of two tools to support library services – a strategic planning and evidence tool, and a benchmarking framework. In early 2017/18, work focused on promoting these tools to library services, including two workshops with the Libraries Taskforce and some conference presentations.
- 18 Following the Taskforce's successful launch of its vision for libraries, it became clear that the existing format and approach of the Taskforce needed to change to ensure that the vision and new ways of working becomes embedded in libraries. To do this, a change in the management and allocation of the Taskforce's funding was needed, targeting it a direct library support.
- 19 The Board has championed this change, and the funding is now being channelled through Arts Council England as the development agency for libraries. We are in discussions with them about commissioning LGA improvement programmes as part of this new investment.

Historic Anniversaries

- 20 The LGA is supporting the Women's Local Government Society (WLGS) and Buckinghamshire County Council to deliver a national project to mark the centenary of women's suffrage in 2018. The Chairman of the LGA is serving as one of the project's patrons.
- 21 We have supported the project to find and pay tribute to 100 pioneers who fought for universal suffrage and then participated in public life. The full list was published on International Women's Day, with the support of the LGA press team. This work has formed part of, and supported, wider LGA work on encouraging more women to stand for election as councillors.

2018 Culture Tourism and Sport Conference

- 22 The annual CTS Annual Conference on 7/8 March 2018 in Hull. We welcomed keynote speakers including: Sam West (actor and Chair of the Hearts for the Arts Awards), Ros Kerslake (Heritage Lottery Fund), Cllr Stephen Brady (Hull Council), Lord Howarth of Newport (APPG on arts, health and wellbeing) and Rosie Millard (Hull City of Culture).

CTS political leadership offer 2016-17

- 23 I was pleased that both Arts Council England and Sport England continued with financial support for the LGA CTS political leadership offer this year. The funding enabled five Leadership Essentials Sport and Culture events and three culture peer challenges to be organised. Since 2011, over 500 councillors have attended the various CTS political leadership events.
- 24 Both organisations are in discussions to not only continue but to expand this programme in 2018/19, including provision for senior officers with responsibility for sport.

Speaking engagements and outside bodies

- 25 Board members have taken an active role in promoting and representing the work of the Board to LGA members and partners. Cllr Vernon-Jackson chaired the annual CTS conference and spoke at the Tourism Alliance conference. Cllr Golds has spoken at conferences on parks and theatres, and also chaired the LGA conferences on sport and parks. Cllrs Henig and Abbott have spoken at LGA leadership essentials events, and Cllr Abbott also has represented the LGA on the British Board for Film Classification Council.
- 26 Cllr Carter has represented the Board at Tourism Alliance meetings; Cllr O'Neill at London Marathon Charitable Trust meetings; Cllr Knight at British Destinations; Cllr Mike Bell on the Libraries Taskforce; and Cllr Tanfield has met with theatres as part of a new Theatre Champion role.
- 27 More recently, Cllr Lewis has been appointed to represent the Board on the National Parks' tourism programme board, and Cllr Butt as the CTS observer on the new LGA skills taskforce.

Media coverage

- 28 The Board has continued to seek opportunities to promote its work through national media and LGA media channels. We have released press releases on the investment needed for leisure centres, on EU Capital of Culture and UK City of Culture, on women's suffrage, national parks, and public parks. We have also published articles in relevant sector press, including on the parks action group for the Countryside Management Association.

- 29 The Board has published monthly e-bulletins to update the sector, and Cllr Vernon-Jackson has authored a number of articles in First magazine, sent to every councillor and chief executive in England and Wales. Topics have included the Board's priorities, Christmas markets, Culture-led regeneration, and women's suffrage.
- 30 The CTS twitter account now has 1 500 followers and is actively retweeted and responded to during conferences and other key announcements.

Programme of work and priorities 2018/19

- 31 While next year's Board will agree the work programme in September 2018, we can expect a number of priorities to feature:
- 13.1 We will continue to research the role of councils in supporting skills for the cultural, sporting and tourism sectors.
 - 13.2 We will continue to research and provide advice on how councils can use culture-led regeneration to transform their areas.
 - 13.3 We will continue to deliver the Culture and Sport Improvement Programme (in partnership with Sport England and Arts Council England).
 - 13.4 We will continue to consolidate and promote the Culture, Tourism and Sport Conference as the definitive event for our sector.

Note of last Culture, Tourism & Sport Board meeting

Title: Culture, Tourism & Sport Board
Date: Monday 19 March 2018
Venue: Smith Square 3&4, Ground Floor, 18 Smith Square, London, SW1P 3HZ

Attendance

An attendance list is attached as **Appendix A** to this note

Item	Decisions and actions	Action
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1 Welcome, declarations of interest and terms of reference

The Chair welcomed members and officers to the meeting.

Apologies were received from Cllr Barry Lewis, Cllr Terry O’Neill, Cllr Brigid Jones and Cllr Muhammed Butt.

Cllr Chris Saint and Cllr Guy Nicholson attended as substitutes.

No declarations of interest were made.

2 State of the Sector Presentation

The chair welcomed Ian Brooke, Chair of the Chief Cultural and Leisure Officers Association to give an overview of the state of the sector.

This focused on the growth in membership of the Chief Cultural and Leisure Officers Association, noting the widening breadth of its members remits, and gave an overview of upcoming activity including the upcoming release of promotional commissioning.

Specifically he added that:

- Leisure centre usage was going down; suggesting that the sector would need to reinvent leisure centres to sustain their future;
- there is a mismatch between rising consumer expectations and the quality of provision in some areas, although the reduction in costs for leisure centres offers an opportunity to address this;
- Arts Development UK has folded and CCLOA has now taken on some of its membership and trustees; and

- there is a growing skills gap among officers who are taking on wider responsibilities without having practical experience of the service, leading to challenges in joining up agendas.

Discussion

In the discussion that followed the following points were made:

- Members said that evidence that linked leisure centre usage with investment would be useful.
- Members suggested that the huge amount of data available can be used to make the case for strategic investment.
- Members discussed where leisure centres fit within the market, commenting on private operators and the future role they have.
- Members discussed the leisure centre market landscape, challenges for the future and the role the board has in addressing these.

3 CTS Campaign Lines

LGA Senior Advisor, Ian Leete, introduced the report which invited a discussion about the Board's lobbying lines and its definition of 'culture'. Members were invited to provide a steer on whether there are consistent lobbying lines the LGA should be using on culture, tourism and sport.

Discussion

In the discussion that followed the following points were made:

- Members agreed that it was important to link culture and town regeneration when making the case to central government for funding.
- Members agreed that there are strong links between health and social care prevention activities and culture, art and sport. In addition they explained that infrastructure had a key role to play in this.
- Members expressed support for paragraph 7.1.
- Members expressed support for focusing on skills shortages and similar challenges for the sector, with a particular focus on tourism and the creative industries.

- Members suggested joint work with LGA boards such as the People and Places Board and City Regions Board, in addition to working with trade and industry bodies. In addition they added that the board should be utilising research that already exists and working collaboratively.

Decision

Members of the Culture, Tourism and Sport Board asked officers to progress with the work as directed by their comments.

4 Heritage Lottery Fund Response

LGA Advisor, Siraz Natha, introduced the report which updated the Board on the Heritage Lottery Fund survey, which itself was reviewing its role and funding priorities for the next five years. Members were invited to provide a steer on the LGA's response, in particular adding any key points.

Siraz added that councils are the largest recipient of this grant with roughly a third of funding going to local authorities. The size of the grants available were within scope of the consultation which could limit council projects, as is the simplification of the application process.

Discussion

In the discussion that followed the following points were made:

- Members stressed that local authorities have a unique leadership role as place makers.
- Members discussed whether councils should be formally informed of when other local organisations are making bids to ensure buy-in.
- Members discussed a grant upper limit suggesting that some large heritage projects would no longer be able to go ahead.
- Members urged for the definition of match funding to become clearer so that councils can properly plan activities.

Decision

Members of the Culture, Tourism and Sport Board asked officers to progress with the work as directed by their comments.

5 Culture, Tourism and Sport Conference Reflections

The chair welcomed Jade Nimmo, LGA Events Officer, who gave verbal reflections from the 2018 Culture, Sport and Tourism Conference.

The following reflections were covered:

- Formal feedback will come to the next board meeting;
- The number of delegates exceeded last year's number;
- The dinner venue, hotel and conference location were well received by delegates;
- Increased engagement with primary sponsors was important each year;
- Dates and location for 2019 need to be confirmed; and
- How the LGA can best involve CTS Board members in the conference.

Discussion

In the discussion that followed the following points were made:

- Members stated that the conference went very well and were pleased with how it had gone.
- Members expressed that early March is a desirable time of year, however also requested that the conference does not coincide with March 2019's Councillors' forum.
- Members discussed December as an option stating that the conference could link in well with the Christmas Market work.
- Members suggested London as a suitable location, and although expensive, it could involve the boroughs of culture 2019.
- Members debated whether the timings of the conference could be adjusted so that delegates could make the most of the day, adding whether this would allow a board meeting to happen alongside the conference.
- Members noted how the location decision impacted on local economies.

Decision

Members of the Culture, Tourism and Sport Board asked officers to progress with the work as directed by their comments.

6 Budget Proposals

LGA Senior Advisor, Ian Leete, introduced the report which set out planned expenditure as directed by lead members. The CTS Board will have £30 000 available to spend on commissioned projects from April 2018, and were invited to note the paper and provide comments.

Discussion

In the discussion that followed the following points were made:

- Members discussed how this paper linked into the campaign lines paper, and whether this funding could be used to focus on workforce and skills gap in the sector, providing a strong steer that this should take priority.
- Members questioned the geographical spread of the planned skills project and invited a more thorough spread across the country, specifically covering the East.
- Members discussed the target audience for each handbook and suggested that the LGA could seek for these to be funded privately.
- Members stressed that working with outside bodies would have a much bigger impact.
- Members suggested waiting to properly identify campaign objectives, preferring to shape and finalise the budget around those priorities.

Decision

Members of the Culture, Tourism and Sport Board asked officers to progress with the work and bring final decision back to the lead members for sign off.

7 Outside Bodies- feedback from Members

The chair introduced the report which set out the CTS Board's engagement with outside bodies 2017/18, feedback on member meetings since 18 January 2018; forthcoming meetings, and the latest Chair's Report.

Members gave feedback on any meetings they had attended.

Decision

Members of the Culture, Tourism and Sport Board noted the report.

8 Minutes of the last meeting

The minutes of the previous meeting were approved.

The board asked for them to be made non-confidential.

9 Any other business

No further items of business were raised.

Section two: Confidential Minutes

10 LGA Annual Conference Update

Chair, Councillor Vernon-Jackson CBE, introduced the report which set out the CTS Board's plan for LGA Annual Conference activities.

Cllr Vernon-Jackson explained that the board had been successful in all three bids for workshops on tourism, healthier communities, and delivering green communities, and its bid for a plenary session on celebrating women.

Discussion

In the discussion that followed the following points were made:

- Members were keen for the speakers at all the CTS sessions to not all be from London.

- Members expressed an interest in having a man on the panel at the celebrating women plenary, but added how important it was that panels across the whole event had a gender balance.

Decision

Members of the Culture, Tourism and Sport Board asked officers to progress with the work as directed and noted the report.

11 Libraries Taskforce Report

The chair introduced the report explaining that as one of the accountable bodies for the taskforce it was to receive six-monthly updates.

Decision

Members of the Culture, Tourism and Sport Board noted the report.

Appendix A - Attendance

Position/Role	Councillor	Authority
Chairman	Cllr Gerald Vernon-Jackson CBE	Portsmouth City Council
Vice-Chairman	Cllr Geoff Knight	Lancaster City Council
Deputy-chairman	Cllr Simon Henig CBE	Durham County Council
	Cllr Peter Golds	Tower Hamlets Council
Members	Cllr John Beesley	Bournemouth Borough Council
	Cllr Geraldine Carter	Calderdale Metropolitan Borough Council
	Cllr David Jeffels	North Yorkshire County Council
	Cllr Michelle Tanfield	Fenland District Council
	Cllr Tom Killen	Mendip District Council
	Cllr Geoffrey Theobald OBE	Brighton & Hove City Council
	Cllr Faye Abbott	Coventry City Council
	Cllr Alice Perry	Islington Council
	Cllr Richard Henry	Stevenage Borough Council
	Cllr Mike Bell	North Somerset Council
Substitutes	Cllr Chris Saint	Stratford-on-Avon District Council
	Cllr Guy Nicholson	Hackney Council
Apologies	Cllr Terry O'Neill	Warrington Council
	Cllr Muhammed Butt	Brent Council
	Cllr Brigid Jones	Birmingham City Council
	Cllr Barry Lewis	Derbyshire County Council
In Attendance		
Observers	Ian Brooke	cCLOA
LGA Officers	Alex Thompson	
	Ian Leete	
	Siraz Natha	
	James Alexandre	
	Jamie Cross	
	Eleanor Reader-Moore	

LGA location map

Local Government Association
 18 Smith Square
 London SW1P 3HZ

Tel: 020 7664 3131
 Fax: 020 7664 3030
 Email: info@local.gov.uk
 Website: www.local.gov.uk

Public transport

18 Smith Square is well served by public transport. The nearest mainline stations are: Victoria and Waterloo: the local underground stations are **St James's Park** (Circle and District Lines), **Westminster** (Circle, District and Jubilee Lines), and **Pimlico** (Victoria Line) - all about 10 minutes walk away.

Buses 3 and 87 travel along Millbank, and the 507 between Victoria and Waterloo stops in Horseferry Road close to Dean Bradley Street.

Bus routes – Horseferry Road

- 507** Waterloo - Victoria
- C10** Canada Water - Pimlico - Victoria
- 88** Camden Town - Whitehall - Westminster - Pimlico - Clapham Common

Bus routes – Millbank

- 87** Wandsworth - Aldwych
- 3** Crystal Palace - Brixton - Oxford Circus

For further information, visit the Transport for London website at www.tfl.gov.uk

Cycling facilities

The nearest Barclays cycle hire racks are in Smith Square. Cycle racks are also available at 18 Smith Square. Please telephone the LGA on 020 7664 3131.

Central London Congestion Charging Zone

18 Smith Square is located within the congestion charging zone.

For further details, please call 0845 900 1234 or visit the website at www.cclondon.com

Car parks

Abingdon Street Car Park (off Great College Street)

Horseferry Road Car Park
 Horseferry Road/Arneway Street. Visit the website at www.westminster.gov.uk/parking

